

Strategic Plan for the Future of IRWM in California

Round 2 Workshops: Objectives, Strategies, and Alignment -Advance Information Package-

This advance information package is intended to help stakeholders prepare for the upcoming Integrated Regional Water Management (IRWM) Strategic Plan [Round 2 Workshops](#).

The Round 2 Workshops are for engaging stakeholders in:

- Developing objectives and strategies under goals derived from the Round 1 Workshops.
- Identifying alignment issues and strategies to support IRWM
- Defining performance measures (time permitting)

This advance information package contains:

- Alignment Improvement Notebook, and
- Draft vision, goals, objectives, and strategies.*

Please review this information package and compile your thoughts and ideas to bring to a workshop.

*Some of the goals identified in the Round 1 Workshops have been classified as objectives and strategies.

Alignment Improvement Notebook

The Round 2 Workshops will provide a forum for IRWM stakeholders to provide input about where federal, state, regional, and local government should be better aligned to support IRWM through possible changes in laws, regulations, and government organizations, policies, and programs. Alignment is key to the continued success of IRWM.

The Round 1 Workshops formulated several alignment-related goals. Detailed objectives and strategies need to be developed for those goals. This notebook is intended to help you compile and organize your thoughts for improving alignment.

For the purpose of this notebook, “*alignment*” is the condition where government organizations and rules are consistent with, and supportive of, IRWM. “*Non-alignment*” is where government institutions and laws and regulations are inconsistent with IRWM because they:

- Do not support the practice of IRWM;
- Conflict with the practice of IRWM;
- Impede IRWM projects;
- Are a barrier to practicing IRWM;
- Are ineffective, inefficient, or slow in supporting IRWM; and
- Are inflexible, inadaptatable, or lack the discretion necessary to support IRWM.

Alignment Needs to Support the Practice of IRWM

Please identify key examples of where federal, state, regional, and local government laws, regulations, or policies should be better aligned with IRWM. Please include information about the consequences of the lack of alignment and identify possible remedies, wherever possible.

Issue and Example: _____

Cause (laws, regulations, policies, etc.): _____

Consequences: _____

Suggested Remedy: _____

(Please use additional pages, as necessary)

Alignment Needs for IRWM Project Implementation

IRWM practitioners have expressed concern that integrated regional water management implementation projects are impeded, delayed, and/or made more costly due to unnecessary, ineffective, redundant, or non-coordinated federal, state, regional, or local-level regulatory requirements.

Please identify examples where changes are needed at the federal, state, regional, or local level to improve regulatory alignment for IRWM project implementation. Please include information about the consequences of the lack of alignment and identify possible remedies. Such remedies should satisfy necessary environmental protection needs, or other essential requirements.

Issue and Example: _____

Cause (laws, regulations, policies, etc.): _____

Consequences: _____

Suggested Remedy: _____

(Please use additional pages, as necessary)

Other Alignment Needs

Please describe any other alignment needs for IRWM which you believe are important for the future of IRWM. Include information about the consequences of the lack of alignment and identify possible remedies.

Issue and Example: _____

Cause (laws, regulations, policies, etc.): _____

Consequences: _____

Suggested Remedy: _____

(Please use additional pages, as necessary)

Draft Vision, Goals, Objectives, and Strategies

Introduction

The draft vision and goals/objectives/strategies contained herein were developed from stakeholder input at the Round 1 Workshops. The results from the Round 1 Workshops are documented in a report published in July 2013 and available at <http://www.water.ca.gov/irwm/stratplan/resources.cfm> (under “Reports and Publications”).

Stakeholders generated 183 goal statements at the Round 1 Workshops. The goal statements were subsequently sorted into goals, objectives, and strategies. Collaborative discussions at the upcoming Round 2 Workshops will help further identify and refine objectives and strategies for the future of IRWM.

Draft Vision

Visioning exercises were conducted at each of the five Round 1 Workshops. From the common themes identified by stakeholders, and discussions about the desired future, several prospective vision statements emerged. These statements are published in the Round 1 Workshops report mentioned earlier. The following draft vision statement for the future of IRWM was derived from the vision statements provided in the report.

The people of California, and their elected representatives, recognize the value of water; practice IRWM to ensure reliable water supply, adequate flood protection, sustainable ecosystems, and resilient water systems; align agency policies, statutes, programs and regulations to support IRWM; and achieve economic stability, and social and environmental justice with due consideration to cultural and spiritual differences.

Water Management Values and Principles

During the Round 1 Workshops, stakeholders identified several water management related goals that are critical outcomes of IRWM. A review of those goals determined the following:

- The water management goals identified in the workshops are also regional and local goals (outcomes) that are included in many IRWM plans;
- The responsibility for attaining these goals belongs to local and regional agencies; and
- For the purpose of the strategic plan, these goals are best characterized as general statewide water management values and principles.

A consolidated list of goals characterized as water management values and principles for IRWM is shown below.

Water Management Values and Principles for IRWM

- *Balance the competing needs of land use, public safety, the environment, and water supplies*
- *Continue to promote and support environmental stewardship*
- *Preserve and maintain clean, safe and reliable water supplies for people and the environment*
- *Create and maintain flexible water management systems that account for and are capable of responding to hydrologic variability, including floods, droughts, and climate change*
- *Manage water resource systems so that they are sustainable*
- *Continually improve water management practices through investments in innovation and tools*

Goals, Objectives, and Strategies

As mentioned previously, a total of 183 goal statements were generated by stakeholders at the Round 1 Workshops. During the Round 1 Workshops, the term “goal” was often used in a general sense by participants to describe any desirable future condition, approach, or action. As a result, the 183 goal statements developed by stakeholders contained many objectives and strategies. Table 1 is a list of commonly used strategic planning themes, along with their definitions.

Table 1: Definition of Strategic Planning Terms

Plan Element	Definition
Vision	Image or understanding of what the strategic plan should accomplish and what will be different after the plan is implemented.
Goals	Desired outcomes that support the vision.

Objectives	SMART* actions for achieving goals.
Strategies	Means for achieving objectives.

*SMART = Specific, Measurable, Attainable, Relevant, and Time-based

The 183 goals statements were reviewed by the IRWM Strategic Plan Development Team. Redundant goal statements were eliminated or consolidated. Water management outcome-related goal statements were classified as water management values and principles, as described earlier. The development team then sorted the remaining goal statements into goals, objectives, and strategies.

The review and sorting of the remaining goal statements from the first workshops resulted in eight (8) goal statements that have been grouped into three “Goal Areas”, as follows:

- **Improve IRWM Processes;**
- **Improve Alignment** (to support IRWM); and
- **Improve Water Management Tools** (necessary for IRWM).

The eight goals are listed below under these three goal areas.

Improve IRWM Processes

1. Continue, enhance, and expand regional collaboration and cooperation through IRWM to meet the water management challenges of population growth and climate change, and ensure public safety, environmental stewardship, and economic stability.
2. Continue to enhance the efficiency and effectiveness of DWR's IRWM grant program and processes.
3. Improve IRWM processes to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders.
4. Develop and support an IRWM education and awareness program to foster public support and facilitate informed decisions for sustainable water management.

Improve Water Management Tools

5. Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management.

Improve Alignment

6. Achieve regulatory alignment to support IRWM.
7. Achieve alignment among DWR programs to support IRWM.
8. Achieve alignment among federal, state, and local agencies involved in water management to support IRWM.

The following pages list the goals and the sorted objectives and strategies from the Round 1 Workshops. This list was developed from stakeholder input from the Round 1 Workshops and is intentionally left incomplete. The Round 2 Workshops are intended to engage stakeholders in refining and completing the objectives and strategies for the future of IRWM.

Draft Goals/Objectives/Strategies Framework

(To be refined, enhanced, and completed during the Round 2 workshops)

Goal Area: Improve Process

Goal 1: Continue, enhance, and expand regional collaboration and cooperation through IRWM to meet the water management challenges of population growth and climate change, and ensure public safety, environmental stewardship, and economic stability.

Objective 1.1: Continue to support regional water management planning and project implementation for the next ten years

Strategy 1.1.1: Provide new funding for the State's IRWM Grant Program

Strategy 1.1.2: Provide funding for other IRWM actions, such as technical assistance

Objective 1.2: Provide funding for facilitation support to RWMGs

Objective 1.3: Provide dedicated funding to inter-regional projects to promote cross-regional integration

Objective 1.4: Create a sustainable framework under which IRWM continues in the event that bond funding is no longer available

Goal 2: Continue to enhance the efficiency and effectiveness of DWR's IRWM grant program and processes

Objective 2.1: Promote economic efficiency throughout the IRWM program, including project funding, project prioritization, project and grant management, and funding application processes

Strategy 2.1.1: Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement

Strategy 2.1.2: Reduce expense and simplify the process for participating in the IRWM program

Strategy 2.1.3: Coordinate with other state agencies for ideas on how to improve grant administration and requirements

Objective 2.2: Provide funding assistance for affordable and sustainable water for all communities

Strategy 2.2.1: Provide widespread project planning community assistance.

Objective 2.3: Advance diversified, sustainable and dedicated funding for natural resources that is a balance of local, state, and federal sources

Strategy 2.3.1: Promote the need for publicly-supported stable funding

Strategy 2.3.2: Develop coherent and efficient funding and implementation processes

Strategy 2.3.3: Analyze the feasibility of creating a public utilities charge to fund IRWM actions across the state

Strategy 2.3.4: Use economic principles to encourage sustainable management of natural resources and internalize economic externalities and subsidize survival, not profit maximization

Objective 2.4: Seek economic vitality, multifunctional systems, and system health

Goal 3: Improve IRWM processes to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders

Objective 3.1: (TO BE DEVELOPED)

Strategy 3.1.1: Develop methods of evaluating the effectiveness of community engagement and participation activities in the IRWM regions

Strategy 3.1.2: Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future

Strategy 3.1.3: Create incentives (at local level) to get people working together

Strategy 3.1.4: Enhance communication, information, and technical assistance so that everyone can participate effectively

Objective 3.2: Establish a sense of shared responsibility for managing water among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision-making

Strategy 3.2.1: Improve vertical and horizontal coordination and integration within DWR, with federal agencies, between DWR and the regions, between IRWM regions, and within IRWM regions

Objective 3.3: (TO BE DEVELOPED)

Strategy 3.3.1: Identify and resolve conflict between water users to best manage the resource

Strategy 3.3.2: Identify and resolve water rights issues within and between regions

Objective 3.4: Enable everyone who has a need for water to have a “say” for water

Strategy 3.4.1: Support improved tribal participation in IRWM

Strategy 3.4.2: Improve disadvantaged communities (DAC) participation through increased administrative and financial support

Strategy 3.4.3: Provide durable funding for DAC participation

Strategy 3.4.4: Create an acceptable and equitable water resources district system

Strategy 3.4.5: Provide flexibility regarding IRWM Plan adoption for proponents without a typical organized structure (e.g., small environmental groups)

Strategy 3.4.6: Identify underrepresented or underserved stakeholder groups for targeted outreach efforts

Objective 3.5: Promote equitable distribution of water resources and water rights

Objective 3.6: Promote equitable distribution of project and program costs relative to benefit locations statewide

Strategy 3.6.1: Enable equal access to funding and equitable sharing of costs and benefits

Strategy 3.6.2: Remove barriers for access to safe drinking water, especially for disadvantaged communities

Goal 4: Develop and support an IRWM education and awareness program to foster public support and facilitate informed decisions for sustainable water management

Objective 4.1: Increase public awareness of integrated regional water management at the statewide and regional levels

Strategy 4.1.1: Actively pursue and implement a new water management education and outreach effort

Objective 4.2: Enhance communication across the whole state

Strategy 4.2.1: Create clear operational definitions for IRWM-related terms

Objective 4.3: Provide better education for a greater understanding of water and water value for each region of the state

Strategy 4.3.1: Create an educational system that produces people who are informed, knowledgeable, and active

Strategy 4.3.2: Develop a broad public education initiative to increase awareness of the value of water and the complexities of water issues and associated environmental impacts

Strategy 4.3.3: Develop and implement a K-12 water and watershed education program

Strategy 4.3.4: Develop and implement an education and awareness program on water resource challenges for agencies, legislators, and the public

Strategy 4.3.5: Promote a culture of efficiency by maximizing demand efficiency and conservation education

Strategy 4.3.6: Create a better level of public trust

Objective 4.4: Promote a well-informed public that works cooperatively on water issues

Strategy 4.4.1: Promote community resource stewardship

Objective 4.5: Achieve consumer confidence in the value of safe, reliable water supply

Strategy 4.5.1: Educate the public in order for water to be valued at true cost

Objective 4.6: Define self-sustainable ecosystems and outline methods to achieve them

Strategy 4.6.1: Determine what is required to have a sustainable water supply and quality

Strategy 4.6.2: Encourage use of adaptive management strategies that allow maximum flexibility to account for future uncertainty

Strategy 4.6.3: Encourage use of long-term sustainability goals for the environment, water resources, and the economy to drive development

Strategy 4.6.4: Encourage practices that consider energy use and greenhouse gas reductions when managing water resources

Objective 4.7: Establish a shared understanding between public, policymakers, and all involved stakeholders of the value of water

Strategy 4.7.1: Provide readily available information and education to improve awareness and political will

Objective 4.8: Promote a philosophy of holistic water management

Strategy 4.8.1: Promote integrated ecological and agricultural conservation

Strategy 4.8.2: Use a holistic, systems-based approach to land use and water planning

Strategy 4.8.3: Ensure infrastructure sustainability

Strategy 4.8.4: Formally acknowledge the importance of sustainability planning and practices at all levels and in all aspects of water resources management

Objective 4.9: Continue and enhance support of integration in water management

Strategy 4.9.1: Encourage the next transition from IRWM to Integrated Resources Management that includes local planning.

Strategy 4.9.2: Promote and assist multiple local facilities to function as a single regional facility.

Strategy 4.9.3: Remove barriers and provide support for agency coordination within a watershed

Objective 4.10: Increase regional autonomy for RWMGs

Strategy 4.10.1: Promote real (increased) integration and regional water planning in IRWM regions

Strategy 4.10.2: Change paradigm of water management to true integration

Strategy 4.10.3: Encourage strong, organized RWMG governance structures and responsibilities

Goal Area: Improve Tools and Technical Services

Goal 5: Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management

Objective 5.1: Assist groups in balancing risk, reliability, and cost in project and program planning

Strategy 5.1.1: Encourage use of a system-wide perspective

Strategy 5.1.2: Outline standard methods for comparing project/program alternatives

Strategy 5.1.3: Develop decision support tools

Objective 5.2: Provide facilitation and coordination support (both technical and financial) to diverse groups involved in water management

Strategy 5.2.1: Identify and resolve conflict between water users to best manage the resource

Strategy 5.2.2: Identify and resolve water rights issues within and between regions

Objective 5.3: Improve coordination and collaboration between groups of shared water resource users

Strategy 5.3.1: Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation

Objective 5.4: Invest in innovation for continuous improvement of water management practices to build the future of IRWM

Strategy 5.4.1: Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure

Strategy 5.4.2: Encourage Innovative management; data management and use, solutions, leveraging, long-term goals, adaptability, and technology

Strategy 5.4.3: Make planning, R&D, and pilot projects eligible for funding

Strategy 5.4.4: Promote green and natural infrastructure solutions

Strategy 5.4.5: Encourage bio-mimicry through financing to solve water management challenges

Objective 5.5: Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis

Strategy 5.5.1: Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities

Strategy 5.5.2: Prepare adaptation strategies for climate change impacts for different climate regions in the state

Strategy 5.5.3: Assist groups in determining and protecting against the hazards of peak flow.

Strategy 5.5.4: Provide technical assistance to maximize storm water protection and management.

Strategy 5.5.5: Promote informed floodplain management that balances property rights, public health, and the environment

Strategy 5.5.6: Provide technical assistance to identify critical source water areas for sustainable management of water supply

Strategy 5.5.7: Provide adequate funding and technical assistance for conservation and management for source water areas

Strategy 5.5.8: Detail how to optimize groundwater recharge

Objective 5.6: Promote water use efficiency through technical assistance and knowledge databases available to all of California

Objective 5.7: Increase stakeholder coordination with improved data sharing and analysis tools

Strategy 5.7.1: Promote education of existing tools

Strategy 5.7.2: Analyze existing databases to determine if existing databases meet needs
Strategy 5.7.3: Determine stop-gap database that can be used until new database is created/finalized
Strategy 5.7.4: Develop a common public integrated database that informs water management decisions
Strategy 5.7.5: Create a “real” combined database to enable and encourage data sharing
Strategy 5.7.6: Provide information on a new centralized database to RWMGs
Strategy 5.7.7: Provide seminars, web classes, and/or other educational opportunities for RWMGs and water data managers
Strategy 5.7.8: Promote a central repository for existing data and tools, and support coordination and communication

Goal Area: Improve Alignment

Goal 6: Achieve regulatory alignment to support IRWM

Objective 6.1: Promote better integration of regulations into IRWM.

Strategy 6.1.1: Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities
Strategy 6.1.2: Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)
Strategy 6.1.3: Remove barriers to access to safe drinking water, especially for disadvantaged communities

Objective 6.2: Reconfigure regulations to promote common sense, cost effectiveness, functionality, and adaptability in the future

Strategy 6.2.1: Identify and revise existing constricting legislation, such as Prop 218
Strategy 6.2.2: Create a regulatory climate that is supportive of innovative water supply and quality development

Objective 6.3: Improve water supply reliability through improved coordination of water users and integration of federal, state, and local resources

Goal 7: Achieve alignment among DWR programs to support IRWM

Objective 7.1: Improve communication within the Department of Water Resources

Strategy 7.1.1: Increase use of Regional Coordinators

Objective 7.2: (TO BE DEVELOPED)

Strategy 7.2.1: Engage RWMGs for meaningful input into DWR activities that affect IRWM
Strategy 7.2.2: Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program

Goal 8: Achieve alignment among federal, state, and local agencies involved in water management to support IRWM

Objective 8.1: Improve organization and uniformity of processes for communicating with RWMGs

Strategy 8.1.1: Create a common vision to direct public, local, state, and federal programs and projects
Strategy 8.1.2: Build state plans from the bottom up by utilizing regional and local plans

Strategy 8.1.3: Enhance intergovernmental affairs coordination to protect and preserve the ecosystem

Strategy 8.1.4: Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation

Objective 8.2: Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance

Objective 8.3: Increase the autonomy of RWMGs

Strategy 8.3.1: Promote a bottom-up governance structure

Strategy 8.3.2: Establish efficient and effective governance for resource management

Strategy 8.3.3: Promote an effective, efficient, and collaborative governance structure

Objective 8.4: Cultivate strong IRWM leadership at all levels through coordination, training, communication, and support tools

Strategy 8.4.1: Improve accountability and awareness of protection of water supplies

Strategy 8.4.2: Protect source water areas physically, politically, and financially

Strategy 8.4.3: Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply

Strategy 8.4.4: Promote effective power sharing and trust building

Strategy 8.4.5: Improve coordinated water resource planning

Strategy 8.4.6: Pursue continuous evaluation and oversight of process effectiveness